

COMEY, JAMES B - 0010 - DIRECTOR	2017	2016	2015
DIRECTOR			
# of resp	48	47	36
Percent work for	96	87	92
<b>Personal Characteristics and Values - Flexibility and Adaptability</b>	4.29	4.57	4.81
Is able to see things from different perspectives	4.36		
(REVERSE higher = better) Is rigid and set in their ways	4.24	4.57	4.81
<b>Personal Characteristics and Values - Interpersonal Ability</b>	4.38	4.36	4.83
Is approachable	4.47	4.36	4.83
Handles hard conversations well	4.32		
Pays attention to the impact he or she has on others	4.27		
(REVERSE higher = better) Is dismissive	4.47		
<b>Personal Characteristics and Values - Initiative</b>	4.64	4.98	4.97
Is enthusiastic about their job	4.85	4.98	4.97
Takes an active approach in developing as a leader	4.33		
<b>Personal Characteristics and Values - Presence and Integrity</b>	4.42	4.59	4.82
I have trust and confidence in this person as a leader	4.47	4.62	4.78
Represents the FBI well	4.66	5.00	4.97
Treats people fairly	4.42	4.42	4.83
Is one whose actions match his or her words	4.38	4.36	4.81
Handles complaints and criticism with professionalism	4.53	4.50	4.75
Acknowledges when he or she has made a mistake	4.02	4.60	4.79
<b>Personal Characteristics and Values - Resilience</b>	4.75		
Maintains a calm demeanor in stressful situations	4.79		
Perseveres when faced with challenges	4.70		
<b>Leading People - Building Teams and Collaboration</b>	4.57	4.68	4.87
Inspires and encourages teamwork	4.60		
Fosters cooperation between our team and other teams	4.57	4.61	4.83
Appropriately addresses conflict within the team or squad	4.17	4.50	
Has effective relationships with counterparts in outside agencies (USAO, other Federal, State, Locals, etc.)	4.74	4.84	4.91
<b>Leading People - Developing and Coaching</b>	4.24	4.11	4.54
Engages me in meaningful conversations about my performance and development	3.78	3.76	
If something does not go well, this leader helps me see what could be done better or differently	4.23		
Provides useful insights suggestions regarding my work	4.09	4.02	4.55
Takes an active approach in developing and mentoring their employees	4.19	4.16	
Works with or addresses leaders or employees who are struggling	3.84	3.58	4.43
Empowers employees to make decisions about their work	4.59		
Recognizes and appreciates employees who are doing a good job	4.57	4.52	4.64
<b>Leading People - Communication</b>	4.53	4.65	4.87
Listens to what others have to say	4.60	4.57	4.81
Provides the reasoning and rationale behind decisions and actions	4.60	4.72	4.92
Provides useful information on a continual basis	4.38		
<b>Leading People - Engaging</b>	4.52	4.55	4.71
Communicates a compelling vision	4.73		
Has a positive impact on my morale	4.38	4.39	4.67
Makes me feel that I am a meaningful contributor and my work is appreciated	4.44	4.30	4.47
I agree with what this leader is trying to accomplish	4.62	4.77	4.83
(REVERSE higher = better) It is demotivating to work for this leader	4.53	4.68	4.86

<b>Managing Work - Problem Solving and Judgment</b>	4.45	4.53	4.82
Makes the hard decisions	4.52	4.31	4.89
Is decisive	4.60	4.72	4.89
Seeks input when making decisions	4.37	4.31	
Thinks through the consequences of decisions and actions on others	4.19	4.57	4.81
Understands the technical aspects of the job well enough to make sound decisions	4.57	4.67	4.83
(REVERSE higher = better) Is heard from only when problems or issues occur	4.50	4.51	4.69
<b>Managing Work - Managing Resources</b>	4.31	4.36	4.73
Uses time and personnel resources efficiently	4.38	4.50	
Holds me accountable	4.37	4.60	4.74
Holds others accountable	4.16	4.02	4.71
<b>Managing Work - Providing Structure, Organizing, and Planning</b>	4.46	4.62	4.74
Understands the big picture	4.57	4.87	4.94
Identifies priorities and goals	4.65	4.67	
Sets clear expectations for employees	4.45		
Defines and clarifies roles and responsibilities	4.41	4.61	4.50
Provides guidance and instruction	4.28	4.70	4.81
Provides subordinates the latitude needed to perform their jobs	4.59	4.64	4.86
Checks in with employees on how their work is going	3.92	4.24	4.45
Follows through on commitment and responsibilities	4.53	4.49	4.78
(REVERSE higher = better) Is disorganized	4.67	4.60	4.83
(REVERSE higher = better) Delays in responding or avoids responsibility	4.50	4.23	4.83
(REVERSE higher = better) Is more interested in being liked than in being a leader	4.38	4.43	
(REVERSE higher = better) Is not receptive to differing ideas, suggestions, or opinions	4.30	4.47	4.78
(REVERSE higher = better) Is risk averse	4.37	4.43	4.83
(REVERSE higher = better) Micromanages the work of our group	4.61	4.57	4.83
(REVERSE higher = better) Points out issues and problems more than ideas and solutions	4.50	4.47	4.72
(REVERSE higher = better) Says the right things, but does not come across as genuine	4.38	4.34	4.89
(REVERSE higher = better) Avoids the hard conversations	4.26	3.79	4.78
(REVERSE higher = better) Makes up his or her mind before hearing what others have to say	4.20	4.30	4.71
(REVERSE higher = better) Withholds or does not fully share information	4.36	4.36	4.64
Advocates on behalf of employees	4.56		
Given the opportunity, I would choose to work for this leader again	4.48	4.57	4.75
Has confidence	4.85	4.94	4.89
Is humble	4.22	4.49	4.61
Has made a lot of changes here in the last year (e.g., roles, goals, restructuring)	3.70	4.02	4.36
His or her decisions are aligned with the Directors priorities	4.70	4.87	4.94
(REVERSE higher = better) Is more focused on the next job to the expense of their current job	4.74	4.73	4.91
(REVERSE higher = better) Shows more interest in doing the work than leading	4.68		
(REVERSE higher = better) Makes it harder for me to do my job	4.64		